

CITY *of* BOSTON

FRAMEWORK FOR SAFE NEIGHBORHOODS AND INNOVATIVE PARTNERSHIPS



City of Boston
Mayor Martin J. Walsh

Introduction

In his first three years as Mayor, **Martin J. Walsh** has demonstrated strong leadership and commitment to violence prevention and public safety, in addition to the foundational issues of social and economic justice, equal opportunity and second chances for those who have made mistakes. Mayor Walsh has taken significant steps to elevate and prioritize a multi-disciplinary approach to violence prevention that emphasizes opportunities and pathways away from violence. The appointment of *Police Commissioner William Evans* further demonstrates his commitment to community policing and strong connections to the neighborhoods of Boston.

Mayor Walsh understands that youth violence is a complex social problem that requires a multifaceted response. Poverty, dysfunctional families, and lack of education and opportunities are intertwined with substance abuse, trauma, mental health issues, and the availability of guns. A continuum of care to address the fundamental causes of violence—not just the symptoms—is needed. In addition, neighborhood safety concerns must be addressed and offenders held accountable for their actions. A comprehensive, multi-agency strategy will include elements of prevention, intervention, enforcement and reentry.

As a result of this philosophy and approach, the *Office of Public Safety* was created with the mandate of establishing cross agency and cabinet coordination to tackle these challenging and complex problems in our neighborhoods that lead to and perpetuate violence. Recognizing that our challenges cannot be viewed through an enforcement perspective alone and meaningful employment, proper outreach and prevention/intervention efforts are crucial to improve the quality of life for our residents. The Mayor believes that our partnerships are crucial to those solutions, solutions that lead to lasting change in our neighborhoods. Solutions that seek out and address the root cause of violence and lead to generational change and opportunity. The approach of the Office of Public Safety includes collective ownership and accountability for problems and solutions, a focus on changing behavior by providing opportunities and leveraging sanctions, and a sense of fairness and hope for the future.

The Office of Public Safety and partner agencies have a mutual belief in the following core operating principles:

- Comprehensive and balanced approach
- Public health approach to address root causes, intervene at multiple levels and spheres of influence, increase community assets and opportunities
- Multi-agency and multi-disciplinary partnerships
- Information sharing and communication across sectors
- Central role of family and neighborhood / community
- Data- and research-driven decision making
- Person-, place- and group-based strategies
- Aligned and coordinated resources to ensure maximum impact
- Capacity building within agencies, systems and communities to identify and address issues

- Ownership of public safety and violence prevention by all stakeholders, recognizing that safety is key to the long-term success of the City—it is the moral thing to do as well as the smart thing to do.

The key strategies, programs and initiatives discussed in this document are intended as a big picture overview of what has worked and what is working in the city. It is the culmination of decades of partners working together to address youth violence combined with innovation and cross cabinet collaboration led by the Office of Public Safety.

Experience, relationships and investments have gotten Boston to a place of strength in being able to address youth violence. Indeed, partnership and collaboration is the way of doing business in Boston.

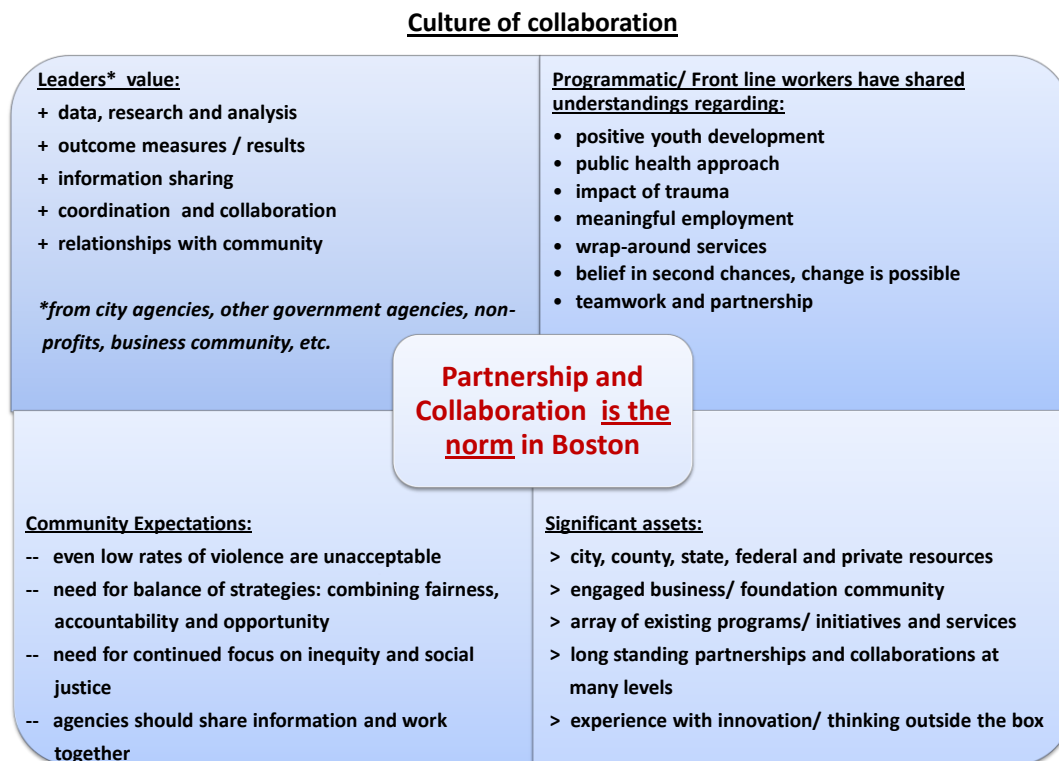
Together, we can achieve these desired outcomes:

1. Sustained reductions in youth violence, victimization, trauma and exposure to violence
2. Sustained reductions in human trafficking and sexual exploitation
3. For youth and families, human trafficking survivors and returning offenders, increased:
 - Academic achievement
 - Employability
 - Community connection
 - Resiliency to trauma
 - Healthy behaviors
4. Improved quality of life in our neighborhoods, particularly those with a history of violence and associated risk factors
5. Stronger families and communities
6. Improved relationships between the community and partners
7. Increased capacity of organizations and systems to identify, intervene and serve at-risk individuals earlier



The Framework for Violence Prevention and Public Safety

The current Boston model of youth violence prevention is innovation-based in a culture of collaboration. Mayor Walsh and his team bring a new way of looking at seemingly intractable problems, and are building on the strong foundation Boston has in place to take youth violence prevention to the next level. Partnership and coordination has become the way of doing business in Boston (see diagram below). Mayor Walsh is leveraging this culture, along with research, analytics, and fresh thinking, to identify and explore new areas for innovation.



In Boston, we are also working from a public health perspective in approaching youth violence prevention. The following is a description of “A Public Health Approach to Violence Prevention,” provided by the Boston Public Health Commission:

A public health approach to violence prevention recognizes that people do not live their lives in isolation; that they affect and are affected by interactions with other people, environments, and systems, namely friends and family, school/workplace/other communities, and society as a whole. Effective programming addresses these multiple spheres of influence and acknowledges social determinants of health, such as race, poverty, and gender. Additionally, public health takes a population-level approach, seeking to prevent and intervene on multiple levels, addressing the general population; those at higher risk; and those who have been exposed to, victims of, and/or perpetrators of violence.

Violence does not affect populations in our society equally; public health approaches to violence prevention use a racial and social justice lens to avoid perpetuating these inequities. In Boston, the 2008 rate of non-fatal shootings and stabbings for Black males ages 20-24 was more than 32 times the rate for White males of the same age¹ This and other inequities are largely based on a history of oppression and current structural barriers that afford communities of color fewer opportunities and fewer resources than white communities. Structural injustices underlie all forms of violence; social determinants of health are important considerations to make when examining why one community is experiencing violence over another.

Public health also takes a multi-disciplinary approach to violence prevention. It is important to better understand the connections between common causes for youth violence and other forms of violence. Children and youth are too often impacted by exposures to multiple forms of violence; and a consequence of working in discipline specific silos is that we are unable to see and address how types of violence overlap and interact. If we recognize that other forms of violence are symptoms of the same problem, we can prevent a wider array of forms of violence by addressing the common root cause. In particular, it is valuable to link other forms of violence, such as domestic violence and sexual violence to gun and knife violence by drawing the connections to gender norms, power, and control, especially for disenfranchised groups.

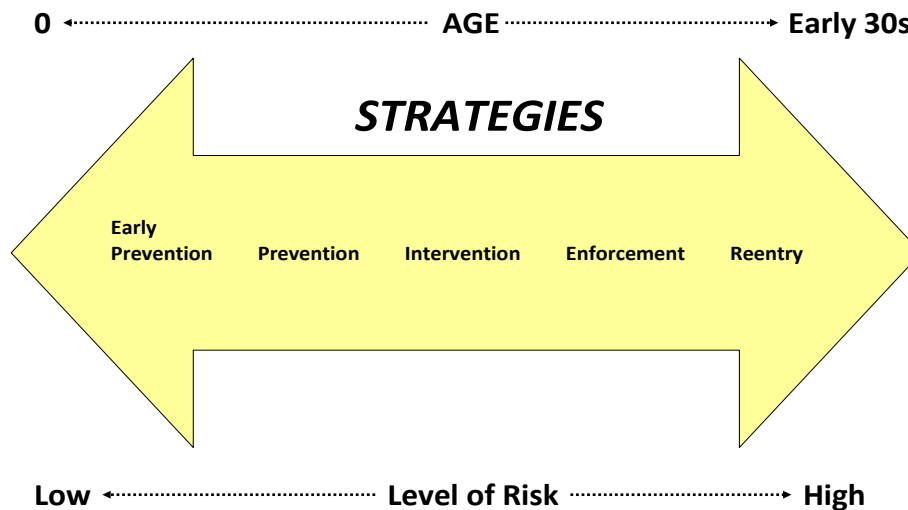
Youth violence is a complex social problem that requires a multifaceted response built on prevention, intervention, enforcement and reentry. In Boston, we are very fortunate to have significant strengths and resources in place to address this problem:

- Committed leadership -- Mayor Walsh's prioritization of youth violence prevention
- Strong history of partnership and collaboration
- Tested relationships across agencies and organizations at many levels
- Proven success in innovation in youth violence reduction
- Array of proven programs and initiatives
- Shared commitment to youth violence reduction
- Strong and resilient city
- Significant financial resources at the City level, as well as the private sector

These strengths and resources are critical to ensuring that all needs are met across the spectrum of early prevention through reentry throughout all neighborhoods of need, as shown in the diagram below.

¹ Boston Public Health Commission. *Health of Boston 2009*

Filling in the Spectrum of Needs



Many city, county, state and non-profit agencies are working together to fill the spectrum of need, and this work will continue. By strategy area they are providing—and will continue to provide:

<p>1. Early prevention – outreach and services via early childcare, community health centers, hospitals, and education systems.</p> <ul style="list-style-type: none"> ▪ Early identification of those at risk ▪ Home visitation programs ▪ Service provision ▪ Parent support 	<p>2. Resident engagement and empowerment</p> <ul style="list-style-type: none"> ▪ Outreach ▪ Mobilization ▪ Support ▪ Messaging/ marketing campaigns
<p>3. Civic Engagement – involvement, investing resources</p> <ul style="list-style-type: none"> ▪ Faith-based community ▪ Corporate/ business community ▪ Colleges and universities ▪ Health and hospitals ▪ Private foundations and philanthropists 	<p>4. Economic and community development – to break the cycle of poverty, unemployment and underemployment</p> <ul style="list-style-type: none"> ▪ Economic and infrastructure investment ▪ Supporting small businesses and entrepreneurs
<p>5. Education</p> <ul style="list-style-type: none"> ▪ Universal early childhood education ▪ High quality neighborhood schools ▪ Social emotional learning and wellness ▪ Positive Behavioral Interventions and Supports 	<p>6. Employment</p> <ul style="list-style-type: none"> ▪ Workforce development ▪ Transitional employment (stipended) ▪ Meaningful youth employment – summer and year round, with wrap around supports.

<ul style="list-style-type: none"> ▪ Safe school climate ▪ Connections to after school activities and enrichment programming ▪ Drop-out prevention ▪ Re-engagement 	<ul style="list-style-type: none"> ▪ Cultivating CORI friendly employers – for youth and adults
<p>7. Mental health and social service support – for those at-risk, as well as high-risk/proven risk</p> <ul style="list-style-type: none"> ▪ Trauma informed systems of care ▪ Trauma response capability citywide/ neighborhood based ▪ Crisis response ▪ Outreach and de-escalation ▪ Case management and advocacy ▪ Counseling and mental health services ▪ Positive youth development programming and activities – out of school time ▪ Programming and activities for adults ▪ Parent and family support programming 	<p>8. Targeted enforcement and prosecution for violent offenders/ high impact players and active gangs (in terms of firearm violence)</p> <p>9. Enhanced supervision for high risk offenders</p> <ul style="list-style-type: none"> ▪ Probation, Parole, DYS <p>10. Reentry – transitional services for returning offenders</p> <ul style="list-style-type: none"> ▪ Adult – SCHOC and DOC ▪ Juvenile – DYS ▪ Advocacy regarding CORI reform and jobs <p>11. Legislation and Advocacy – to address current and emerging issues impacting youth violence</p> <ul style="list-style-type: none"> ▪ Mayor’s Gun Summits, legislation and city ordinances

These collaborative efforts are working. In Boston Part One Crime has decreased 38% over the last 10 years. Arrests have also declined -- 51% over 10 years. We are reducing crime without locking people up. Boston is one of the safest cities in the United States, and has been identified as a national model in Community Policing.²



38% Decrease in Crime

51% Decrease in Arrests

² On May 18th 2015 Boston was recognized by the White House as one of “Ten Cities Making Real Progress Since the Launch of the 21st Century Policing Task Force”

The Framework in Action

What does this framework look like in action? Under Mayor Walsh's leadership the Office of Public Safety continues to build on existing long term efforts while developing and coordinating new initiatives and programs. In addition, they align with other related Mayoral initiatives that will continue to support youth violence prevention either directly or indirectly (i.e. : *100 Resilient Cities* (100RC) Initiative, *Mayor's Office of Recovery Services*, etc.)

The *Mayor's Office of Public Safety* addresses public safety and violence in the City of Boston from a centralized office that reports directly to the Mayor. The mandate of this office is to examine and recommend solutions for the root causes of violence, such as access to illegal guns, trauma among young people, and quality of life issues such as economic development, access to education, and pathways to careers. The office works closely with community stakeholders in developing collaborative broad-based strategies for addressing violence.

The Mayor's Office of Public Safety has launched initiatives as well as facilitated and supported new partnerships and initiatives under various city departments -- Operation Exit, EPIC, etc.

Firearm Initiatives

Mayor Walsh has convened three regional gun summits that have generated concrete action steps aimed at stemming the flow of illegal guns, including academic research, policy and outreach to legal gun owners. These summits brought together mayors, municipal officials, law enforcement, subject matter experts, and community partners to discuss leadership commitments to combat gun trafficking through regional partnerships.



Boston Crime Gun Study

In a study commissioned by Mayor Walsh and Commissioner Evans that analyzed trace data from the Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF) on 3,202 handguns recovered by the Boston Police Department between 2007 and 2013, the study found that 32.4% of traceable recovered handguns were originally purchased from a Massachusetts Federal Firearms License dealer.

According to the study's author, Dr. Anthony Braga, of these Massachusetts-sourced firearms, almost 85% of them were recovered from someone other than the original, legal purchaser; 63% of these guns had not been reported as transferred or sold to the Massachusetts Firearms Records Bureau, even though such transfers are required by law. Only 11% had been reported lost or stolen.

Letter for Boston License to Carry Licensees

Mayor Walsh and Commissioner Evans sent a letter to all gun licensees in the City of Boston to personally ask for their help in reducing gun violence in the City and combat the noncompliance with the new firearms transfer requirements implemented last year. The letter provided licensees with:

- Information on how to properly report a private gun sale, loss or theft: Gun licensees were reminded of this new requirement in the law, and specifics on how to electronically report secondary sales.
- Opportunity for a free gun lock: Free gun locks are available at Boston Police Headquarters and district stations to gun licensees to assist them in properly securing their firearms.
- Information on how to turn in a firearm: With the recent re-launch of "Your Piece for Peace," should a legal gun owner wish to turn in a firearm, they can do so at a district station for a \$200 gift card.
- Advice on proper weapon storage: Gun licensees are advised to contact the Boston Police Department Licensing Unit to obtain assistance on how to properly store and /or dispose of their weapons.

Responsible Purchasing Initiative

In conjunction with the Arms with Ethics Responsible Gun Vendor Initiative, the Boston Police Department will require all firearm vendors and retailers who respond to bids for the purchase of Department firearms to complete a survey about responsible gun vendor practices and include their responses to the survey with their bid response. These responses will be included as part of the overall bid package, and will be evaluated by the Department to ensure the vendors and retailers are following best practices in their own company to prevent illegal gun sales and theft. The Department is also evaluating an engagement program that will offer resources and tools to help get vendors and retailers to utilize these best practices to prevent illegal gun sales and theft.

Piece for Peace Buyback Program

The gun buyback program is a proactive campaign to take guns off Boston's streets. The buyback program asks city residents to turn-in their gun(s) at designated drop-off locations citywide in return for a \$200 Visa gift card. The "no questions asked" program allows individuals to anonymously dispose of firearms without fear of charges for illegal possession when turning in the weapon at a designated drop-off location.

Overall, the Gun Buyback program in Boston intends to address issues that are important to both the Boston Police Department and the community members. The objectives of this program are to:

- Reduce the number of illegal firearms accessible to criminals
- Reduce the number of violent crimes committed with a firearm
- Improve relations between the Boston Police Department and community members and organizations through increased communication and collaboration on efforts to reduce gun violence and promote overall safety in the city
- Mobilize community groups and members to address the problem of gun violence in the city by encouraging and providing support for advocacy groups and grassroots organizers who promote awareness of the negative impacts of guns and gun violence in Boston

Replica Handgun Ban

Mayor Walsh's ordinance banning replica handguns in public spaces was passed by the Boston City Council in October 2015. Given the authentic look of many of the replica handguns on the street, residents and even police officers have a difficult time determining what is a real firearm versus an imitation firearm. The ordinance allows the Boston Police Department to confiscate replica firearms and require the owner to pick it up in person at the district station.

- If a replica handgun is confiscated from someone under the age of 18, BPD will notify the parent or guardian that the minor was found with a replica handgun in a public space.
- The parent or guardian will then have the option to retrieve the replica firearm, but BPD will not release it directly to the minor.
- By engaging parents and guardians, BPD hopes the community can be allies in the effort to remove replica firearms from the hands of our youth.

The Boston Police Department and partner agencies target those individuals most likely to engage in gun violence for intervention. From 2014-2016 the BPD recovered 2094 firearms, and received 530 buy back firearms – for a total of 2624 guns off the street in 3 years.

2624 guns off the street



Intelligence-led Policing:

The BPD's *Boston Regional Intelligence Center (BRIC)* informs the City and other partner agencies on emerging crime trends and pertinent intelligence information. The BRIC is an award-winning Fusion Center and an invaluable tool for the Boston Police Department and the Metro region. The BRIC serves as the central point for the collection, synthesis, analysis and dissemination of strategic and tactical intelligence to law enforcement, intelligence, first responder and private sector partners; it also assists the federal government as a partner for national security. In addition, the BRIC houses the Real Time Crime Center, ShotSpotter (acoustic gun detection technology), and links to the Probation Department's GPS monitoring system.

BRIC analysis and real time information is used to guide daily deployment decisions by the district commanders as well as specialized units such as gang unit, citywide bike unit, school police unit, and special operations. In addition, BRIC disseminates important information to partners in law enforcement and social service partners to guide and support their efforts. BRIC also provides the information for monthly Coop meetings.

Trauma Response

Starting in January 2017, The Boston Public Health Commission is funding 5 Neighborhood based Trauma Response Teams and one citywide mobile response team to provide comprehensive trauma response and ongoing recovery and care for residents impacted by trauma. These funds also support the maintenance of a 24/7 hotline for trauma services. Together these teams provide a continuum of trauma response, recovery and care for

residents that includes, immediate crisis response services for individuals and families, prompt community engagement and outreach, and opportunities for residents to come together for social support, and ongoing evidence based behavioral health treatment.

Workforce Development/ Employment:



Led by Mayor Walsh, there is a very active corporate and philanthropic community in Boston that has resulted in significant resources for youth employment as well as second chances for young adults.

Mayor's Summer Jobs Program

Over 10,000 youth summer jobs per year. Among city-wide efforts, the City of Boston worked with approximately 200 community-based organizations, partnered with the Boston Private Industry Council to engage new businesses.

BCYF's Youth Engagement & Employment (YEE) Division prepares Boston's young adults for the future. YEE works with a network of community organizations and businesses to provide valuable opportunities for Boston's teens. In their work, they place teens in summer and school-year jobs, provide guidance and mentorship, and ensure Boston's youth have the skills and professionalism needed to succeed. YEE's programs include:

- SuccessLink, a program that provides young people in Boston meaningful and positive employment opportunities during the summer and over the school year.
- The Mayor's Youth Council (MYC) is a team of 85 teenagers who advise Mayor Walsh on policy and programming.

- Youth Lead the Change is a year-to-year participatory budget process. Young Bostonians get to help manage how \$1 million of the City's budget is spent to make Boston even better.

Operation Exit ("OE") is designed as an intensive training program to prepare participants for entry into an apprenticeship in the building trades. "OE" specifically and intentionally targets and receives referrals of those identified by law enforcement, City of Boston streetworkers and our web of social service providers of the most active and engaged in driving the violence in our neighborhoods. 100% of referrals have been previously incarcerated or involved in the criminal justice system.

- Through Career Readiness and Occupational Skills Training, encompassing classroom, peer to peer mentorship and hands-on learning experiences, Operation Exit provides the knowledge and skills required for participants upon successful graduation to receive guaranteed placement into a state-registered Building Trades apprenticeship program. In addition, coordinated case management and placement services are provided to assist participants in achieving their career goals.
- Operation Exit has graduated four classes since its launch in 2014; with a fifth class currently underway.
- Operation Exit worked to secure partnerships beyond the Building Trades including opportunities in culinary and other industries to support pathway programs. "OE" culinary arts launch in 2015; and "OE" resilient coders (web design) launched 2016.
- Operation Exit "OE" college bound launched and aggressive deliberate referrals in progress.



Additional opportunities for previously incarcerated or criminally involved individuals include:

- Audit and review of City of Boston “CORI vendor” program to ensure compliance and create opportunities for returning citizens with CORI with private City of Boston partners.
- The above efforts are supported by newly established protocols to review funding opportunities to ensure collaboration between agencies and partners to eliminate duplicative efforts and create new measures regarding transparency and accountability.
- *Professional Pathways* is an initiative launched by Mayor Walsh, which places high-risk youth in six-month, paid internships in different departments across Boston city government. The goal is simple: Provide young people with a viable career opportunity within city government. Professional Pathways offers its participants rewards for both their present and their future. The internships pay \$12 an hour for roughly 25-30 hours of work per week. When they complete the program, the interns have gained professional experience, expanded their networks, acquired quality references and resume highlights that can help them land their next job. From October 2015 to June 2016, the Professional Pathways program enrolled 14 individuals. Of those enrolled, 10 graduated, 9 were placed in unsubsidized positions, and are currently working today in public and private sector. Internships included appointments in: Office of Health and Human Services, Office of Economic Development, Boston Elderly Commission, Office of Immigrant Advancement, and others.



Youth Options Unlimited (YOU)

YOU Boston provides a unique combination of intensive case management and career development services through our continuum. They leverage Boston’s top resources to best serve the needs of each young person. They work with Boston’s youth and young adults ages

14 to 24, specializing in serving young people from neighborhoods with the highest level of poverty and violence, and those reentering the community from incarceration. The majority are gang-involved with safety issues or have court involvement history. A team of case managers, career development specialists, and team leaders, working as a coordinated service team with each young person, will do whatever it takes to ensure our young people gain the tools necessary to progress and succeed.



Mayor's Office of Returning Citizens

Mayor Walsh has committed to creating the Mayor's Office of Returning Citizens ("the Office"). The mission of which is to empower men and women reintegrating into their community to reach full potential as individuals, family members and citizens of Boston. Returning citizens are important and integral to our growth as a city and will have the resources, commitment and opportunity to restore their position with equity and fairness. Annually, approximately 3,000 men and women return to Boston from County, State, and Federal facilities, including the Department of Youth Services, Suffolk County House of Corrections, MA Department of Corrections and the Federal Bureau of Prisons. In addition, thousands of previously incarcerated individuals are currently living in Boston.

The Office will have an initial dedicated staff of a director, administrative coordinator, two program coordinators and data/intake specialist to assess individual needs and access the necessary and appropriate services. Accessible by public transportation and operating with convenient hours, the Office will establish a multipurpose space that will facilitate a range of services, including drop-in and structured programming. The Office will serve as the anchor for our nonprofit partners and city agencies/departments that provide a range of services, including housing, education, employment and health. A "one stop" location will provide structured programming and accountability.

Recovery Partnership

Mayor Walsh and Sheriff Tompkins launched a recovery partnership between the Suffolk County Sheriff's Department and the Mayor's Office of Recovery Services in January 2017 that will expand the delivery of recovery services to inmates during incarceration and create a continuum of care that will continue after their release. The Recovery Partnership includes a series of regular recovery panels at the Suffolk County House of Corrections and the Nashua Street Jail, through which service providers, experts and relevant stakeholders will offer guidance and connections to inmates prior to their release, helping to guide the inmates through the early recovery process, and allowing them to build a network of support in the neighborhoods where they live.

Outreach and Intervention:

Integration of StreetSafe with Boston Centers for Youth and Families: With the support of The Boston Foundation, Mayor Walsh launched a strategic initiative that builds upon the Boston Centers for Youth and Families' (BCYF) Violence Interrupters program and the Boston Foundation's innovative StreetSafe Boston Initiative. The Boston Foundation pledged \$3.1 million in funding for this effort over three years, which will allow for the integration of the StreetSafe program into a city-wide expansion of on-the-ground outreach to youth at risk of violent crime, in coordination with the Boston Police Department and the Mayor's Public Safety Initiative. Through this effort, the City will create an integrated strategy that applies to all neighborhoods, with a focus on the top 45 gangs. The Violence Interrupters program will target at-risk, proven-risk, and high-risk individuals ages 14 to 24, and will grow from five existing BCYF Violence Interrupters, to a fully-staffed program including 16 Violence Interrupters, two Senior Violence Interrupters, one case manager, and one outreach coordinator, and partnerships with programs that offer wraparound services such as job training and trauma support. Each of Boston's 19 housing developments will have a Violence Interrupter assigned. The Violence Interrupters will complement BCYF's Streetworkers program, bringing a total of 48 individuals in Boston communities providing on-the-ground community support for at-risk youth.

Safe City Coop Meeting: Mayor Walsh established safe city coop meeting that includes 25+ city, state and non-profit agencies convening on last Friday of each month. Run and moderated by his office, there is a review of prior 30 days and response and deployment of City and partner resources and sharing of information with short and long strategy implementation. Entire street worker program present. Meeting designed to remove impediments to collaboration, enhance partnerships and establish clear expectations of accountability from the Mayor.

YouthConnect: An innovative partnership between the BPD and the Boys & Girls Clubs of Boston. Formed in 1996, YouthConnect addresses the distinct needs of high-risk urban youth, who are referred by police officers when they are arrested or become involved with other aspects of the criminal justice system. YouthConnect places licensed, clinical social workers in police stations to provide voluntary prevention, intervention, and advocacy services to these young people and their families. YouthConnect works to address the underlying problems and social issues that contribute to juvenile crime and delinquency by working with the entire

family, not just the troubled youth. Currently the program has social workers assigned to B2, B3, C11, D4 and E13; with additional citywide coverage through social workers placed inside the YVSF, School Police Unit, and DVU.

EPIC – Enhancing Potential Inspiring Change – created in 2015, through a partnership with the Mayor’s Office of Public Safety and John Hancock, YouthConnect runs a 12 month, intensive program which aims to increase self-awareness and confidence for 50 at-risk 11-14 year olds (and their families) per year. EPIC empowers youth to realize their potential through a curriculum focused on career exploration and cultivating leadership, combined with supportive community-based services for the entire family. School Police Unit officers identified the BPS middle schools for participation.



Operation Homefront is a collaboration between the BPD School Police Unit, MBTA Police, School Safety, Social Service Agencies and Faith Based organizations that addresses the belief that the family is the first line of defense against gang activity, truancy, etc. Police/clergy home visits are performed for youth at-risk of gang involvement. They are initiated on a school-by-school basis when a serious or concerning incident occurs or there is an escalating level of issues that may adversely affect school safety. This initiative provides a crucial link to parents, with various resources for parents, students and teachers to leverage in preventing problems for students.



Boston Police Commissioner Evans increased the number of officers in the *School Police Unit* in order to expand presence into elementary schools to engage in positive relationships and dialogues between students and police starting in first grade. Increase has led to dramatic reductions in arrest and significant increase and prevention opportunities.



The *Family Justice Center* is a community of agencies co-located to provide safety, medical, legal, educational and social services to survivors of domestic violence, sexual assault and human trafficking, and victims of child abuse and their families. A program of the Boston Public Health Commission, the BPD's Family Justice Group and Suffolk County DA work collaboratively with nonprofits co-located at the FJC. Collectively, FJC Partners strive to collect, incubate and disseminate knowledge about issues affecting victims, survivors and their families, and prevent further exposure to violence.

BEST clinicians: BPD partnership with BMC's Boston Emergency Services Team (BEST); placing BEST clinicians in district stations to improve response to emotionally disturbed persons (EDPs).

Operation Stopwatch: "real time" deployment strategy and collaboration between Transit Police, BPD and BPS school administrators to deploy to most active transit stations based on trends and information received. Collaboration has dramatically reduced arrests and incidents.

BMC VIAP program: hospital response model for incidents of violence in City of Boston. Partnership includes BCYF street worker staff, BPD and ER staff deployed based on real time notification from BRIC. Currently expanding to include all ERs city wide to ensure coverage of 100% of penetrated trauma in City. Also currently working to enhance partnerships between Public Health, Community Health Centers and Hospital ERs to reduce opportunity for gaps in treatment.

Violence Recovery Program at Brigham and Women's Hospital: The goal of this program is to reduce the burden of violence in Boston by providing comprehensive services to patients and families admitted to BWH after sustaining any violent intentional injury. The Violence Recovery Specialist (VRS) works as part of a multidisciplinary team to offer support and ongoing advocacy for the patient and family during the hospitalization. After discharge, the VRS will provide ongoing case management, advocacy, and support to the patient and family to ensure access and participation in services needed for recovery.

School Safety:

In 2016 a new position was created at Boston Public Schools. The Executive Director of Safety Services(ED) for BPS is charged with the oversight of the provision of safety services throughout the district in support of creating a safe and welcoming climate for all students and staff. To this end the ED will focus on the following:

- Refining internal and external communication in response to incidents and crisis-response;
- Mitigate gaps in services to students through pro-active development, utilization and expansion of effective partnerships in the promotion of long-term collaboration and progress for students/families;
- Assist in identifying and pursuing profession development and training opportunities for Boston School Police and district-wide staff;

- Utilize data from multiple sources to inform policy, procedure and budgetary recommendations.

In furtherance of the above, the ED will work in collaboration with the Mayor's Office of Public Safety to ensure that BPS safety priorities are pursued through effective partner collaboration, and aligned with the broader vision of the Mayor's Office of Public Safety, that prevention and intervention efforts are crucial to improving the quality of life for all residents.

The ED and the Department of Safety Services at BPS has also implemented Active Shooter presentations in partnership with the Boston Police Department (BPD) for all schools, an assessment of facilities and operations protocols, and the refinement of BPS's CrisisGo notification application district-wide.

This school year BPS Central Office has prioritized implemented a systemized training and support of leadership in schools to establish deliberate collaboration between public safety and schools to identify early, intervene and prevent gang association and other negative influences. Training includes identification of potential involvement with high risk behavior, including exploitation associated with human trafficking, and "what to do and who to contact".

The BPD partnered with English High School in their *Protective Services Program*. This program creates a pathway for students from high school into a career in public safety and public service. BPS recently partnered with the *Attorney General's Office* to implement a new after-school initiative with The 3Point Foundation and UMass Boston aimed at reducing and preventing youth gun violence in urban areas. Additionally, BPS partners with the *District Attorney's Office* in delivering the *Overcoming Violence* curriculum in schools.

Boston Public Schools is bringing Chicago's *Becoming a Man (B.A.M.)* program to Boston. BPS was chosen as the first pilot location for BAM's national expansion. B.A.M. and BPS are currently in the process of identifying, through an application process, the designated schools where B.A.M. will be offered during school year 2017-2018.

B.A.M. was launched in Chicago in 2001 to help young men navigate difficult circumstances that threaten their future and create a safe space for participants to openly express themselves and develop the social and emotional skills necessary to succeed. B.A.M. closely aligns with My Brother's Keeper (MBK) the national initiative launched in 2014 by then President Obama and subsequently, the creation MBK Boston by Mayor Walsh. MBK Boston, in conjunction with B.A.M., will continue to address the persistent opportunity gaps faced by young men of color.

BPS will also be working in close collaboration with the Mayor's Office of Public Safety and the Boston Center for Youth and Families Streetworker Program, under the Mayor's Office of Health and Human Services, to successfully implement B.A.M.

Boston Public Schools has partnered with Demand Abolition and the CEASE network to bring anti-exploitation curriculum and policies to students and staff.

Youth Programs:



Boston Centers for Youth and Families (BCYF):

In 2016 BCYF changed the hours at many of their community center facilities to better serve and accommodate the residents of Boston.

Nearly all of BCYF community centers offer afterschool programming for youth ages 6-12 that give youth a safe place to go and get help with homework and participate in enriching activities.

BCYF aquatics programs offer the opportunity to come together to hone swimming skills and make new friends. Participants stay healthy and have fun in the water through aquatics programs such as:

- Swim lessons that teach young swimmers to be safe while having fun in the pool
- Water fitness classes for adults who want to stay active, and
- The BCYF Citywide Swim League, sponsored by Partners HealthCare.
- Lifeguard training for young people who want to parlay their experience in the pool into fulfilling employment opportunities

The BCYF Camp Joy program has been around since 1946. It offers enriching and fun activities for children and young adults with special needs both in a 4-week summer program and in a weekly Saturday program during the school year.

BCYF's *Family Gym* is a free, weekly play program that promotes physical activity for children ages 3-8 and their families. Families from neighborhoods across Boston come together to engage in fun, physically active games. Family Gym is currently offered at:

- BCYF Blackstone Community Center in the South End
- BCYF Holland Community Center in Dorchester
- BCYF Madison Park Community Center in Roxbury

BCYF welcomes girls of all ages and backgrounds to join us in becoming healthy, strong, confident, and successful women. The *GIRLS Initiative* runs Girls Leadership Corps, Girls Nights, and helps our community centers develop and provide a welcoming environment and exciting programs for girls.

BCYF offers many summer activities at our community centers across the City of Boston. Our programs include:

- summer camps and day programs
- swimming
- sports programs
- neighborhood block parties
- drop-in activities
- summer jobs

These activities support healthy development and learning and encourage participants to build on their natural energy and creativity.

BCYF teen centers and programs help youth prepare for school, work, and life. Our teen programs aim to foster self worth, belonging and membership, responsibility and autonomy, physical and mental health, civic and social ability, and intellectual ability. Key teen initiatives include:

- SUPERTeens - A summer pre-employment and personal development program specifically tailored to the needs of young 13 and 14 year old teens to prepare them for future employment.
- SnapShot - A unique summer job opportunity for teens that employs teens as photographers to photograph BCYF's summer activities and gives participants on the job training and skill development in photography.
- Youth Ventures- This partnership with the United Way teaches teens to start entrepreneurial ventures that help their communities, then gives them the seed money to start their businesses and allow them to grow and thrive
- Youth Advisory Council- This teen council meets to learn about civic. engagement, local government, leadership skills, and to advise BCYF staff on the needs of Boston's young people and deliver the most effective youth programming possible.

P.A.L. to PALS is a monthly visit by Boston Police Department personnel to local Boys and Girls Clubs in Boston. The monthly visits will be two dimensional: one part learning and interactive, the other part physical exercise. Each month, a different unit from the Boston Police

Department will visit a different Boys and Girls Club site. The unit will speak on a topic related to their unit of assignment (Drug Unit – drugs, Gang Unit – gangs, etc.). Each visit will be scheduled for 90 minutes: Part lecture/dialogue and the other part physical (Officers playing basketball or other sport with the kids).

Boston Police Teen Academy is directed and operated by the Boston Police Academy during the summer. The Police Teen Academy helps the students connect with the police officers in their community, while also building character and learning life skills. Conflict resolution is a major focus. All students are in need of a summer job, and benefit from the minimum wages earned for their program attendance each week. The students receive gift cards provided by local businesses such as Target and Staples that help with the purchase of back- to-school clothes and supplies. During the six week program, approximately 60 students participate in regular exercise regimens, public speaking experiences, and community service efforts.



Jr. Police Academy: is a summer camp run by all eleven police districts.

Boston Police Explorers Program: a career exploration program partnership between the BPD and the Boy Scouts of America. The program is open to young men and women between the ages of 14 and 20 with an interest in learning more about careers in the field of Law Enforcement. The program provides career orientation experiences, leadership opportunities, and community service activities.

Youth dialogues: facilitated sessions to break down walls between youth and police. BPD partners with NAFI, Teen Empowerment, Roxbury Youthworks and the YWCA.



“Bigs in Blue” Boston: BPD is teaming up with Big Brothers Big Sisters of Massachusetts Bay to launch a mentoring program that will pair officers with young people. Our goal is 25 officer volunteers.

Police referrals of kids to free or reduced price *summer camps* at partner agencies, i.e. YMCA, Boys & Girls Clubs, BCYF.

Community Engagement:

BPHC Violence Intervention & Prevention (VIP) program: VIP is an assets-based, community organizing model that strengthens communities’ resiliency against violence. VIP works to shift the expectation of violence and to address persistent social and environmental issues that contribute to elevated levels of violent incidents. VIP Coalitions deepen the level of resident engagement in community building, increase social cohesion and organize community members around a set of positive and supportive goals that, over the long term, increase informal social controls and reinforce a culture of non-violence.



With funding from the Community Based Violence Prevention Demonstration grant and the Violence Prevention Enhancement grant VIP worked with neighborhood residents and other community members to design the *Our Mattapan and Our Bowdoin Geneva social norms campaigns*. The Our Mattapan campaign will implement its third launch in April 2017, which will be focused on youth leadership in the neighborhood. Our Bowdoin Geneva will also launch in April 2017 and is focused on celebrating the diverse cultures of Bowdoin Geneva while working together for a strong, united neighborhood.



Peace Walks with clergy, police and other community partners in neighborhoods most impacted by violence began in 2015. These clergy-led walks have been very successful in building community trust and support.



Commissioner Evans created a *Social Justice Task Force*, comprised of community leaders and advocates to advise him on ways to improve the police department and strengthen community trust.

Commissioner Evans also created the *Office of Community Collaboration and Strategies*, overseen by a deputy superintendent. This office is responsible for strategic planning and implementation management for the Department on community policing and community collaboration and relationship building.

Each of the eleven police districts run community outreach and youth activities through their *Community Service Offices*. These include various annual events such as Halloween and Christmas parties, distribution of thousands of Christmas gifts, Senior Citizens Ball, and Thanksgiving turkey give-aways; as well as sports leagues, arts programs, youth/police dialogues, community service projects and block parties. Each district also runs a Jr. Police Academy during the summer, and participates in neighborhood walks, safety briefings, neighborhood watch, and collaborations with their local non-profit and faith-based partners.

- Neighborhood movie nights and cookouts
- Flashlight walks
- “Coffee with a Cop”
- Neighborhood Watches
- National Night Out
- Family Appreciation Day
- Father’s Day Walk



The YVSF, School Police Unit, Bike Unit, and other *specialized units* also participate in many activities with youth, i.e. basketball games.



Operation Hoodsie Cup: The BPD utilizes an ice cream truck to deliver free “hoodsie cups” to children and community residents in city neighborhoods, many times in conjunction with other ongoing activities and events.



The BPD maintains a strong *social media* presence per Office of Media Relations/ BPDNEWS (blog, Facebook, Instagram and Twitter).

Training and Education:

Training of recruit officers includes interaction with a community partners panel, community service projects, community policing case studies, and procedural justice. Starting in 2015 recruits added an extra week of training in order to expand the one day community service work to a full week. For veteran officers, an Elearning course was developed on procedural justice.

The Boston Police Department has developed a *culture of restraint*. Officers receive extensive training in de-escalation techniques. This training has resulted in a low rate of use of force, and a low number of use of force complaints.

The City of Boston has extensive partnerships with area *colleges and universities*. Information is shared and problems are addressed for the large number of college students living in the City. In addition, they are strong partners in a variety of research projects and service provision in our neighborhoods.

Related State and Federal Initiatives:

CEASE Boston: The C.E.A.S.E (Cities Empowered Against Sexual Exploitation) Network launched within the City of Boston January 2015, with Boston being one of 11 cities across the U.S. receiving seed support from Demand Abolition to identify approaches for reducing demand for sex purchasing, and the related harm to our neighborhoods. Boston’s goal over the next two

years will be a 20% reduction in sex purchase within the City of Boston by ‘Johns’ through the use of buyer deterrence strategies, outreach and education, legislation, community mobilization and a wide range of other deterrence and prevention strategies. Boston has placed a priority on identifying opportunities to interrupt the cycle of harm associated with all aspects of prostitution, fully recognizing that the demand for sex plays a significant role in driving prostitution, and in some forms, human trafficking. We acknowledge that one approach would never be enough to impact this complex problem, therefore the City of Boston’s attention to demand is only one part of a multi-pronged approach to reduce the harm encountered by exploited women and the collateral impact on families, neighborhoods and community.

The BPD has very strong relationships with other city departments in coordinated efforts to reduce youth violence and provide services and opportunities to youth and families – Mayor’s Office of Public Safety, Boston Centers for Youth and Families, Youth Options Unlimited, and the Boston Public Health Commission. The BPD was the lead agency in the City of Boston’s participation in the Obama Administration’s *National Forum on Youth Violence Prevention*. Boston was one of the six original cities selected in 2010 for participation in this learning community of federal agencies and 14 other cities from across the country.



The BPD is the lead agency in the state-funded *Shannon Community Safety Initiative*—a multi-agency initiative that provides targeted services and interventions for at-risk/ gang-involved youth from 5 hot-spot locations. The Shannon Grant represents a significant investment by the State in the continued safety and well-being of Boston residents. Following the model of the OJJDP’s Gang Reduction Program, this initiative draws its strength from a strong multidisciplinary collaboration, including not only various state and city agencies, but also

partnerships with faith-based, philanthropic, and business organizations within the community, specifically hotspot locations within District C11 Dorchester (Bowdoin Geneva, Codman Sq.); District B2 South End/Lower Roxbury, (Egleston Sq., Grove Hall); and District B3 Mattapan/North Dorchester (Blue Hill, Morton-Talbot) and District A7 East Boston.

Shannon grant funds support the City of Boston's comprehensive strategy aimed at reducing gun, gang, and youth violence in the City by targeting services and interventions to at-risk and gang-affiliated youth within these neighborhoods. For the past ten years, the Boston Police Department has built a successful collaboration balancing City, community, faith, social service and law enforcement partnerships within the community using the following elements, Opportunity Provision, Social Intervention and Prevention Strategies, Community Mobilization, and Organizational Change and Development.



In 2015 we introduced a competitive RFP process to apply for the Shannon grant. This opened the grant to all non-profits and allowed for funds to be granted to new organizations with a vested community interest in addressing and responding to youth violence. This process is now an annual part of the Shannon funding cycle occurring in August, to date we have received over 100 applications for the grant and have taken on 5 new partners annually.



The BPD is also the lead agency, along with the BPHC, in the state-funded *Safe and Successful Youth Initiative (SSYI)*—a multi-agency initiative that intervenes with those most likely to use firearms. The BPD and BPHC works with community coalitions to implement a combined public health and public safety effort to eliminate youth violence in the City of Boston. SSYI focuses on “proven risk” young adult men who are identified by the intelligence arm of the BPD, the Boston Regional Intelligence Center (BRIC), as most likely to be perpetrators or victims of shooting or stabbing violence. The Boston Public Health Commission coordinates the transitional services offered to the high risk young adults by various organizations based in the community. These sub-contracted service providers deliver a continuum of street outreach and engagement, needs assessment and evaluation, intensive case management, behavioral health counseling, and employment and education services. Through these services the SSYI-Boston program redirects these at risk young men away from a life of continued contribution to street violence toward a positive, pro-social alternative.

Boston is a *Defending Childhood Initiative Site*. Led by the Boston Public Health Commission, this DOJ funded project focuses on identification, prevention and treatment to children exposed to violence. Since 2010, the program has trained over 2,800 people who work with children, adolescents and families through our trauma awareness and skill development trainings. These trainings reach providers such as teachers, law enforcement, afterschool programs, nurses, and family advocates, who collectively serve approximately 55,000 individuals. DCI has also provided training for approximately 200 clinicians in evidence-based models for addressing trauma, and funds a trauma-specific family partner and mental health clinician team at two community health centers, who have completed approximately 4,000 encounters with families exposed to violence and trauma. The initiative has supported the capacity of six early childhood centers to become trauma-informed through an intensive, 18-

month training and policy development process, reaching over 50 staff and parents and over 300 children.

Boston is also participating in *My Brother's Keeper*, former-President Obama's initiative to improve life outcomes for Black and Latino youth and young adults—specifically those graduating from high school ready for college and career—to reduce youth violence and provide a second chance. Numerous federal, state and city-funded efforts are focused on violence prevention and promoting well-being for city residents. Recently Mayor Walsh in partnership with The Boston Foundation announced the selection of 10 local organizations that will receive the first round of mini grant funding totaling \$50,000 that is being awarded through the My Brother's Keeper (MBK) Boston mini grant program.



Moving Forward

Mayor Walsh and his leadership team are committed to ensuring safe and healthy neighborhoods for all our residents to succeed. We will continue to prioritize and support ongoing collaborative efforts to prevent and reduce youth violence and create pathways for those that have been exposed to or involved with this challenging and complex issue. Recognizing that there is never just one solution, the Mayor encourages and welcomes input, participation, problem solving dialogue and action from every corner of our great City. We are one City and we, Mayor Walsh's team, will continue to work towards that comprehensive end.

